Chief of Naval Operations
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McAleese/Credit Suisse Defense Conference
Newseum
Washington, D.C.

12 March 2013

Admiral Greenert: Good morning. I'm John Greenert, the Chief of Naval Operations. I've been in the job about 18 months, and what I'd like to do is spend some time, maybe about 15 minutes, laying out what's important, what I consider to be our mandate. We set the stage where we're at today, the things that I'm after, and where I'll be after regardless of the fiscal climate. I want to make sure you understand my mandates, what's key to me, and then we'll take questions. I want to leave enough time for that.

About a year ago we sat down and said okay, look, OEF, Afghanistan is coming down. We're drawing down here. The ground skirmishes, if you will, in the Mid-East. We know there's a budgetary change on the horizon, and the Asia Pacific is clearly an area that we have got to pay more attention to while balancing the MidEast. We're at an inflection point.

So we sat down there in the Department of Defense and put together what we call the Defense Strategic Guidance. Very open process. We talked to the President. We talked to the COCOMs a lot. We brought them in and said hey, you all have got some skin in this game and we laid this out.

There are ten mission areas in our strategic guidance that became, in effect, my investment guidance. And in a nutshell, as I looked at it I said there are two things of vast importance to me. Number one, I have to be present. To me it's a lot about forward presence. It's not just ships. It's ships, aircraft, it's drones, it's the undersea domain, it's the cyber domain, but I've got to be present and out there with as much surge as is feasible. But number one, I've got to be present.

Number two, I have to develop relevant capability to meet these ten missions that I talked about in those areas of the world. That's kind of the foundation of where we are and what we're about.

First slide.

To tell you where we're going you have to kind of look at where you are today. And this slide here shows where we are out and about in the world today. We have about 100 ships out there, I think literally this thing shows in the lower right hand corner 102 ships deployed around the world. But what's most important is not how many ships we have. That's definitely important. It's how many ships we have forward. I have to find out the most efficient and effective way to get those ships with the capability, organized, trained and equipped to go forward, and they need to be forward where it matters, and they need to be ready so that when it's time to act we're ready to act when it matters. So where it matters, and be able to act when it matters.

As you can see here, the vast preponderance of the ships that we have over, or just about half in there, are in the Western Pacific, and it's been that way for some time for the Navy.

The Arabian Gulf, you can see we've got about a third in the Arabian Gulf.

I call your attention in the block there in the middle, the Western Pacific block, where it says non-rotational. That's a very important concept. Those ships are there all the time. So 42 of the 50-whatever, over 80 percent are there all the time. That means they can shape, they can respond, and I don't have to rotate them out. So our folks are in the country or they're rotating into the country or I have civilian mariners running those ships. We get a lot of leverage. We say what about the rotating? It takes four ships in the United States to keep one forward, because one is there, one has just come back, one's getting ready to go over, and one's probably in deep maintenance.

So the most efficient and effective way is to operate forward.

The dots that you see up there, those are our bases. You can probably understand there on the East Coast, West Coast. But there's Hawaii and there's Guam. Don't forget about Guam there.

You see squares up there. What are those? I call them places. Very important sites around the world where we have friends or allies that say come on in. You can refresh, you can resupply, you can relax, you can repair, and in some cases in Japan we actually have ships there that are homeported and we call them the forward deployed naval force. Families are there. You've got the families there with Sailors, with people. You've got boots on the ground. You've got skin in the game. That's a big investment for both countries. So real important areas are clearly Japan, Korea, up in that area, Okinawa. But what's becoming important now is Singapore. We have a ship that will arrive in Japan today, on her way to Singapore, the Freedom - Littoral Combat Ship No. 1. She's on her way to Singapore for an eight month deployment which will be followed by a follow-on ship which will go over to Singapore. One, then two, then three, then four. Four ships in Singapore.

I call your attention to Darwin, Australia, northern Australia. The Australians have offered us to deploy Marines there. We have about 250 today. By the end of the decade we'll have 2,500 with an Amphibious Ready Group, to haul them around in Southeast Asia. So we have an Amphibious Ready Group, 2,500 Marines, operating with the countries in there, in Southeast Asia, in addition to the Amphibious Ready Group we have right now up in Okinawa, Japan area, and then Northeast Asia. So Darwin, Singapore.

You go into the Indian Ocean there you see Diego Garcia -- very important for repair, both ours and international.

You go to Djibouti, an area that says who cares about Djibouti? On the other hand, very important airfield. Very important. Very important port there, deep water port, where we can resupply. A large airfield there. If you say hey, what kind of aircraft do have, and you go into Jayne's fighting aircraft, ships and aircraft, and you go look at how many aircraft we've got in

Djibouti of different types, you'll find it's kind of interesting. It sort of matches a lot, a lot of different types.

Bahrain is incredibly important. Today we have mine-sweeps in Bahrain. We have six. Two are on their way home. We had eight for quite a while. So we have those mine-sweeps operating in Bahrain. We have patrol craft. About 200 foot long patrol crafts that get up to 30-35 knots, and they are operating out of Bahrain today.

We're going to increase those operations. That's our plan. Bahrain is very important. You say well what about the stability? It's a very important issue and I'm watching that with great interest because our U.S. 5th Fleet is there, our Navy Central Command is there. It's been there for over five decades in Bahrain. So that's a very important future site.

When you look into the Mediterranean, you've got Naples, obviously, you've got Suda Bay, Sigonella, Crete, and to the left if you go all the way there to Spain, you've got Rota, Spain. The Spanish have offered us the opportunity to bring four of our destroyers, Arleigh Burke destroyers, Aegis, with the most advanced ballistic missile defense capability. Four of them. That we'll have there over the next three years. That will effectively cover our requirements for ballistic missile defense in the European phased adaptive approach. Take care of that.

Today I have to set aside ten of our destroyers to operate from the East Coast to rotate to provide two on-station in the Eastern Mediterranean. In the future, those four will take care of that. Again, an example of operating forward and the significance, the leverage that you get out of it.

That's today. That's the world. That's operating forward at what I call the Maritime Crossroads, being where we need to be, where it matters.

If you're looking up there, if you're a political science major, say look at that, he's got orange bowties up there. If you're engineers, you guys go oh no, he's got orange valves. That's the Straits of Malacca, Straits of Hormuz, those are the crossroads. Gibraltar, Panama Canal.

Oh, by the way, before I move the slide. There's a little place called Guantanamo Bay, Cuba. We need to keep that place open. It's important. We operated, for the operations in Haiti a while back, we were operating out of Guantanamo Bay, Cuba, for quite a while before the Transportation Command brought big ships in and were able to get into Port-au-Prince. So that's an important place, too.

So my mandate in the future is okay, how do you rebalance? How do you shape the future to make the most out of it?

Go to the next one, please.

If you look at '13 today, '17 and '20. '20 is our benchmark year for this current strategy. That's where I need to be. You can see the migration of ships forward. If you go to the lower right block you say, how many ships have you got? You'll see that. Most of those ships are under

contract or have been authorized. We've got about 40 ships, projects, that are under contract, being built, or they're authorized. So we'll go to 295 ships. About 114 will deploy forward.

Now I have to make an assumption that we will deploy. That is my demand signal to the COCOMs, will be about the same in the future as it is today. And you can see how we increase in the various spots and sites around the world. And this really becomes the mandate for the future.

I sit in the board room, the ready room, and I tell the folks hey, whatever it is you're doing, how does it get me to here?

These are ships, they represent the Navy, but there's aircraft, and I'll talk about rebalancing to Asia in just a minute. But you've got to buy ships wisely in the future. It's an expensive proposition. Those of you that do that business, you know. So you've got to have the ships that resonate in the right places around the world. Let me show you some of these that we're building for the future.

Next one, please.

This is the Littoral Combat Ship. This is the Freedom. She's the one headed to Singapore. There are two variants. One is a catamaran, very large helo deck, about 100 feet wide. You've got this mono-hull. The key to this thing is it's water jet propelled. Very fast. It's modular. You can kind of plug and play in this thing. And if you look right to the forward part of the helo deck there you'll see there are some kind of modules there and kind of a boxy area there where you can plug in things and bring in modules with different capabilities.

Go to the next one.

If you look inside it, you'll see there's a helo on the deck and right below it is a really large open area. That back gate opens up and there's a side door to that thing, so you can launch things from the side and the back and below there on the water line. You can open the back gate there. You can launch patrol craft, you can launch a remote vehicle. See the little black thing down in there, that's actually a remote vehicle that will go out, it's decent powered, and it will stream behind it little yellow things there like little torpedoes they look like. Those are mine-hunting sonar modules.

If you go even forward of that, there's a command and control space. Then you go up inside where the helo is, you go in the hangar bay there. That could fit two helos and a drone. You can see one of the little drones in there. That's our Fire Scout. That's going to be replaced by what we call FireX, which is a Bell helicopter, larger, more payload, can gun up more, you can put more ISR on it, and it will just be, if you will, a better drone. And this ship will also deploy that.

Next one, please.

Now you say what else have you got out there? Well, again, we've got to buy ships smartly. Today I am using amphibious ships, big deck amphibious ships that are designed to do forcible

entry, and I'm using them to do things, we are using them to do things like chase down pirates, do counter-terrorism, and humanitarian assistance, disaster relief, maybe do non-combatant evacuation. You say isn't there a better ship for that?

A new amphibious ship, big deck, costs you about $2.5 billion. For about $600 million you can take what is effectively an Alaskan oil tanker, take that center piece and make it able to ballast up or down and you can sort of see, this thing's down at the water line. So this thing, that center piece, can ballast up. What you see here is a landing aircraft cushion, ready to land on this thing, and off-load those little yellow things, which represent trucks. Imagine a MRAP kind of a thing. So you can imagine that. You can put a fleet hospital on this thing, you can put trucks on this thing, your imagination can kind of, I don't want to say run wild, but it can run.

That center piece, the red area, is about the same size as a big deck amphib flight deck. You say all right, that's pretty cool. What else have you got?

Go to the next one.

For $100 million more, you get a flight deck on this same Alaskan tanker, basic propulsion and engine and other systems, and you can put a flight deck. Again, about the same size as a big deck amphib. You can put CH-53, a big helo, all kinds of drones, and we talked to them. They said that thing will hold an F-35V, but we've got to check the deck and make sure it can withstand the heat. But we have little kind of rug things that, I don't know, asbestos rugs. We have these things that we can put on here to be able to take those spots for an F-35V.

By the way, that previous ship, that's just not a cartoon. We christened it and it will deliver, the first one will deliver here in June. This one is under contract. It's in construction. It's about half done. And this thing will deliver, again, the number two item. So we'll build two MLPs, two of the ships you saw before, and two of these in our future. The thing about them is you send them forward, they are manned, they are operated by civilian mariners, and they operate forward in the AFRICOM and in the CENTCOM area, and they can swing over to the European Command as necessary.

Next one, please.

Joint High Speed Vessel. We're buying ten of these. We've got one already. The second one's on its builders trials here very shortly. Catamaran, built by a company that's used to building ferries. The internals of this, it's like an auto ferry . It's got lots of room in there. And that gate there you see in the back, that can hold a tank, so it's pretty strong. It's aluminum, light, it moves. You can see the helo capacity. It can hold 300 marines or soldiers as necessary with backpack, with guns if you will, the pieces they take with them. It's not for an overnight thing. It's to ferry folks around. It goes around 35-40 knots. It depends on the load. Ten of these. We station them forward.

So instead of having a $2.2 billion Aegis ship chasing pirates or doing counterterrorism or some of the other things I can use this.

I talked about the use of the previous ships. It's putting ships where they matter, when they matter, forward, where their purpose resonates better in the future at a lower cost. That's a lot of what I'm about and what I have to continue to do as I move forward.

I talked about operating forward, what operating forward is and that's a key piece of my mandate.

Next slide, please.

Capability wise for us, we think it through. It's about the kill chain. You say what is that? They say if I've got to build something and I'm building a capability, it's not just building a platform and a sensor and a weapon. This stuff's all got to come together and it's got to be delivered at the right time so it can go out, be tested, be integrated, what I say, get it wet, and then let's see if this thing works. And we have to think it through logically.

We have been building things in too much of a stovepipe manner. We bring them in, we say isn't this cool, I've got 20 of these, 10 of those, whatever, we bring them on and we say does the network work? Do they talk to the other services? And we say well, I thought that's what you guys did at the end. No, we've got to start this from the ground up when we start building it. That's what in this last budget I spent a lot of time with my people.

What about the sensor? Does it network? Does it share in that network? Do we buy the weapons? Are they delivering? Do we know when it's going to hit? When have we tested it? What are we going to do?

If you flip-flop it and you take a threat to us, you take anywhere from an anti-ship ballistic missile to a cruise missile, anti-ship cruise missile, you say can they find us? Can they find us long enough to track us? If they track us, do they know who we are? Can they then target it with enough confidence to then decide they're going to launch? Then if they launch, can we spoof it? Then when you get into the shoot it down, bullet on a bullet, and then it comes in really close and you're into the final stages, the panic stage. Gatling guns and all that stuff.

We spent a lot of time saying hey, can you shoot that down with a bullet? I'm telling you folks, that's kind of phase three. You need to spend a lot of time to the left of the kill chain, as we say, to confuse you, to not be found, to being lost among the masses, to be jamming and all that. That's an important part as we move ahead. That's what I spend a lot of time in.

So I've got to operate forward, I've got to meet the global force management plan, I've got to deliver the capabilities in the theater that it matters. And with the money that I have at the capacity. Then if we want to reconstitute or build up then we can just build the capacity up, but you've got to have the capability end to end filled together in a kill chain approach to make it work.

Next, please.

What's coming up this next year? What am I spending my time on?

Well, unmanned. This is the X-47B, which as we call it, the UCAS which is Unmanned Carrier Aerial System. This was on the Truman. This is her on the Truman. She was flight deck certified. That means she can move around. Remote control. Not crash into stuff. That's pretty important, you know. You've got to fit in with the rest of the air wing. The air wing's not going to fit in around you no matter who you are -- F-35, X-47B, it doesn't matter. You've got to fit in and she's fitting in. So she's going to launch this summer. She's going to take on catapult and arrest this summer and we are on track for that. I would submit to you we're going to get all wound up when we see this thing, we get the film, we say imagine what you can do with this. Persistence, payload, an unmanned aerial vehicle off a carrier. I'm pretty excited about it.

Next.

Undersea warfare is a big thing. It's not just subs. Subs are really important, but it's the aircraft. In the upper right is the P-8. She's come aboard. She's going to deploy with a squadron this year, later this year. And she is meeting and exceeding all specs for anti-submarine warfare, networking, time on station, delivery, dependability, very cool.

The upper left is an autonomous underwater vehicle, goes and finds things. Then it will come up and say hey, here's my download. The things I found. You can use that for counter-mine and we want to expand it for ASW and I want to get to a bigger and bigger, if you will, diameter, large diameter vehicle. And in your imagination, you can tell what I want to do with that.

The lower left are subs, and it's increasing the number of tubes and what we're doing is -- What you see here is your standard sort of Los Angeles class submarine that has 12 Tomahawk tubes. We're going to one big Trident tube which is 15 feet across and then you kind of put a rotary launcher in there, or you can put Special Forces stuff in there, or you can put unmanned autonomous vehicle, or we'll figure that out. But the idea is you get that in there.

In the lower right is something people don't give a lot of attention to. That's just a good old catamaran out there. Moseying around the ocean with a long, long, long, long, towed array. Very sensitive, finding all kinds of stuff under the water. It's called queuing. We kind of say queuing, yeah, you ain't got queuing, you ain't got a contact, you can't get started. All those other things are neat, but not quite irrelevant, but you've got to have queuing.

So big things. The last thing for the future here, including this year, is the Electromagnetic Spectrum. We have to get much better at it. Our adversaries, our potential adversaries are improving dramatically in it. We are out there spewing electromagnetic energy into the air and we don't have that control of our mission called MCON, mission control, that we had in the Cold War when the Soviets were quite good at detecting electronic magnetic radiation, i.e., radars and that. We've really never had a peer, anybody close to that. We've gotten really sloppy.

But electromagnetic spectrum is also an entryway for cyber. You get into that and you can get the place and get into networks, you can do some stuff.

Let me open the floor for questions. We'll talk about anything you all want to talk about.

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